



APRIL, 1952

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MAGAZINE OF MANAGEMENT MEN OF AMERICA

What do you
know about the
ILO?... Page 6

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ON THE COVER

Spot welding at the Sylvania Electric Products Inc., Emporium, Pennsylvania. This is one of the many intricate operations that are necessary in the manufacture of a Sylvania radio tube.

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

APRIL, 1952

VOL. 4 No. 8

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Editorial Comment

WE WERE talking with a business executive the other day and he lamented the amount of money he had been spending on medical and psychiatric treatments during recent years.

"Honestly," he said, "I've spent enough money on shots, pills, X-rays, psychoanalyses, and mental readjustments to build myself another factory."

He explained that his trouble was the usual tensions, which he was gradually finding himself unable to shake off, even for short periods of time. He summed it up by declaring: "\$#%#\$, I'm always tense and excited!"

This subject was quickly exhausted between us, and we eventually got around to about five or six other topics. He gave us his views on labor relations, human relations, labor-management teamwork, management problems, and a little bit on the political situation in Washington. On every subject, our friend spoke positively, leaving no opportunity for anybody—in this case, us, his one-man audience—to offer a different opinion with any chance of having it accepted for consideration. So we had to keep our mouth shut, which is always a good idea but in this particular situation we had no choice in the matter.

Before he had run down, we clearly saw a trouble that he did not see, and probably never will discover for himself.

We found out that all the money he is spending in the offices of physicians and psychiatrists is being wasted. His emotional disturbances are caused by his terrible prejudices and his unyielding attitude toward persons and groups whom he has decided are against the various things he is for. Mention one of them to him and his blood pressure hits 240. If he hates a group, he hates everybody connected with it and everybody who even thinks something good about it.

Before we got through with the friendly talk, we asked him, candidly, if he believed in practicing the Golden Rule . . . "Do unto others as you would have them do unto you."

"Sure," he bellowed, "but I know a lot of people who hate me who do not. This world would be a lot better off if everybody believed in it and followed it as I do."

We did not realize it at the time, but we have since figured out how our friend interprets the Golden Rule, and we think his

interpretation would go, in writing, something like this:

"Do unto others as you think they ought to be done unto."

Until we got into this conversation, we thought the word "compassion" was an expression to hear preachers use in church on Sunday mornings, and that it had no particular value as a word for everyday use. Here is what the dictionary says it means:

Compassion—Sorrow or pity excited by the distress or misfortunes of another; sympathy.

By practicing just a few minutes of compassion each day, or even by trying to do so, our frustrated and worried friend could add years to his life, save many hundreds of dollars in medical bills, and most important of all, begin to appreciate some joys of living that are now obscured by his thick armor of prejudice.

It is being a trifle unrealistic to expect that the practice of compassion will solve all problems of friction in human relations, but here is a practical way to try it:

When somebody writes you a nasty letter or takes what you believe to be an unfair advantage of your good nature, hold back your wrath until you have tried a little compassion . . . offer understanding and sympathy for the one who had done you ill.

You always find a few individuals who look upon a show of compassion as a sign of weakness, when in reality the user of compassion is to be respected. Sometimes this respect has to be taught by non-compassive means so that the scoffer will recognize it the next time.

So we learned a lot from this particular conversation. We saw a living example of what too much prejudice can do to a man who ought to be priding himself on his ability to understand both sides of every question. Sure, he has the ability, but like the man who was a firm believer in spending every nickel he made as soon as he made it, what's the good of having something if you don't put it to use?

Next time you catch yourself getting 100 per cent prejudiced about something, stop and mix a little compassion with it. You'll either be calmly surprised at the compassion returned to you by your opponent, or you'll find great joy in vigorously teaching him that he ought to become a respecter for such sympathy and understanding.

Reedings



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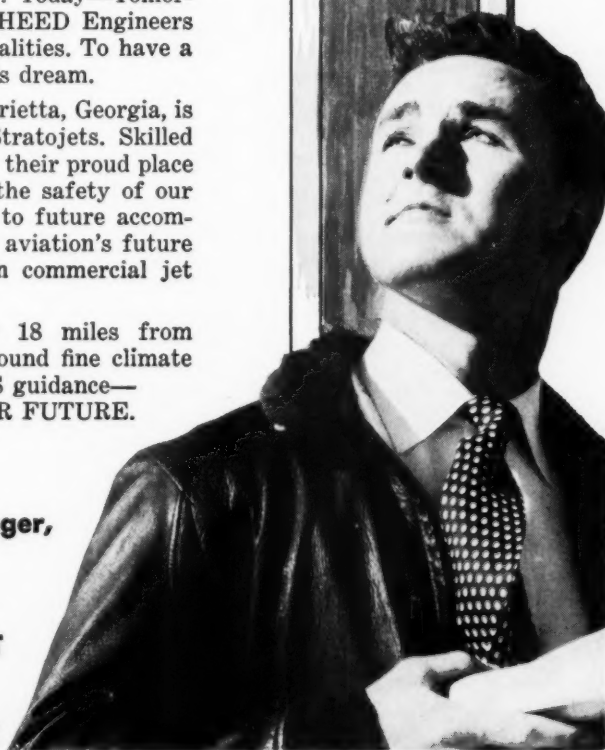
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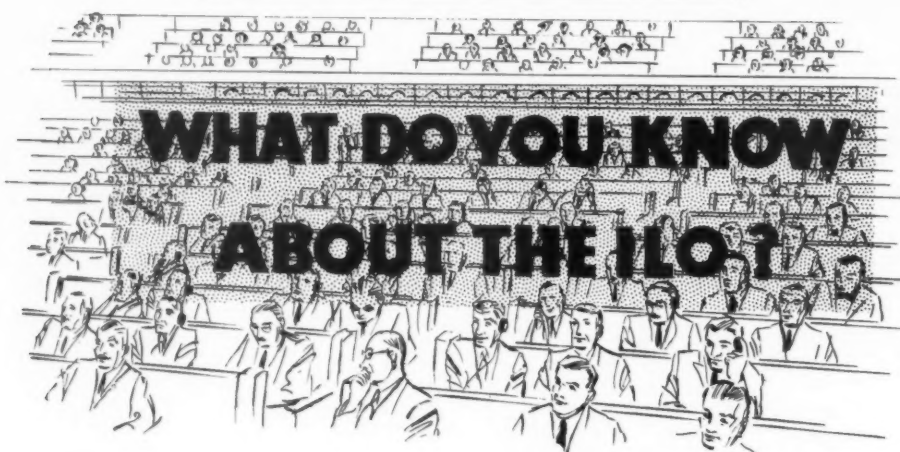
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By Charles P. McCormick

President, McCormick & Company, Inc.,
Baltimore, Maryland, United States Em-
ployer Delegate, International Labor
Organization Conferences of 1949,
1950 and 1951

WHAT do you know about the ILO?"

Ask most Americans that question, and they will answer, "Never heard of it. What is it?"

That's not surprising. Geneva, Switzerland, is ILO headquarters; and American newspapers report very little of what goes on over there.

And yet, particularly to men in Management, what happens in the ILO is of vital importance, for it may have a direct bearing upon their jobs, their freedoms, and their futures.

The International Labor Organization was founded 34 years ago as a part of the League of Nations. After the League died, the ILO kept right on going.

Its original objective was that of helping workers the world over. It sought ways and means of developing better working standards, protecting rights of employees, fostering safety, raising standards of living, etc.

The ILO has a permanent building and organization in Geneva. Its main work, however, is done at its Annual Conference, to which each country sends two delegates representing Government, one representing Workers, and one representing Employers.

It might be interesting to note how the U. S. delegates are appointed. Actually all four delegates are appointed by the President of the United States upon recommendation by the State Department. The State Department, however, receives its

recommendations as follows: The two Government Delegates are recommended by the Department of Labor, the Employer Delegate is recommended by the National Association of Manufacturers and the U. S. Chamber of Commerce, and the Employee Delegate is recommended by the American Federation of Labor. This latter appointment or recommendation is particularly significant because the majority of labor in the United States is not represented in ILO, since only twenty to twenty-five percent of our labor force is unionized.

The delegates bring along advisers. At the Annual Conference in Geneva last June, there were 60 nations represented, and delegates plus advisers totaled some 600 people taking part in the discussions.

However, each country represented at the Conference has only four votes—two for Government, one for Workers, and one for Employers. This is supposed to be a "tripartite" method of representation. In fact, however, as later explained, it has worked out quite differently.

The main function of the ILO at its Annual Conference is to make drafts of suggested laws for member countries. The drafts are worked out in advance by the ILO office and submitted to Conference Committees in much the same way as a Bill to be introduced into the United States Senate is referred to a Committee. After Committee discussion, the drafts are finally brought out on the floor of the Conference, where they are voted upon, just as a law is voted upon in the United States Senate.

Now in past years, the ILO has done some very constructive work on

behalf of the welfare of employees the world over—and an idealist today sitting in the Conference gallery would be greatly thrilled at seeing, as he supposed, some 600 people all engaged in figuring out ways and means to help the status of the workers of the world.

But in recent years, two things have happened which make it necessary to view the ILO in a quite different light.

The first is that the ILO has now become an arm of the United Nations, of which the United States is a part. This binds the United States to certain procedures as a matter of international law.

The ILO drafts its proposals in the form of Resolutions, Recommendations or Conventions. The first two of these are just what the terms imply. But a Convention is an actual draft of a law, which, if passed by the ILO and ratified by member countries, becomes an international treaty among



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the countries which ratify it. This is United Nations procedure.

Now, paragraph 2 of Article VI of the United States Constitution says in part: "All treaties made, or which shall be made, under the authority of the United States, shall be the supreme law of the land." Therefore, if the United States ratifies an ILO Convention, it becomes in fact the supreme law of the land, taking precedence over any existing laws.

And how is an ILO Convention ratified in the United States? It is submitted by the President to the Senate; and if approved by two-thirds of the members *present* on the day when it is considered, it is thereby ratified and becomes law, even though the approval of the House of Representatives is not required, and even though most of the people of the United States may know nothing whatever about it and be completely unaware of what is happening.

This in itself might not be particularly alarming, were it not for the fact that in recent years majority thinking in the ILO has taken a socialist twist and has gone far beyond the field of labor. Today, an outright Socialistic law, curtailing the liberties of men, may be passed as a Convention by the ILO, and conceivably could be ratified by our Senate and thereby substantially change our basic form of Government.

That is why we must keep our eyes open as to what is going on in the ILO.

Why the Socialist Trend in the ILO?

It is hard to realize that in most countries people do not think the way most of us do in the United States; and the ILO is made up of delegates from 60 countries, of which the United States is only one. Each nation has a right to think for itself—and act for itself.

However, most European countries today are largely Socialist. These older European countries dominate ILO thinking. In South America and some of the Eastern countries, people have never known or appreciated the freedoms we have in the United States. So many of the people from these countries join, quite naturally and perhaps unconsciously, in the Socialist concept that nothing can be done except through Government.

People from countries that are now emerging as independent, such as

Pakistan, Liberia, Ceylon, Indonesia, etc., tend to follow the lead of what they probably consider the "older and wiser" nations, and under the influence of British, French and Belgian Socialists, assume that nothing can be done except through Government. Furthermore, believe it or not, our own United States Government and often Labor representatives in the ILO apparently follow consciously or unconsciously in this Socialist plan—they say—to keep their friends, and make more friends abroad.

The only delegates who express any opposition to State Socialism, which has now apparently become the philosophy of the ILO, are the Employers—and many Employers from countries other than the United States, although voting against Socialist proposals, have very little to say publicly.

Perhaps that is because many Employers from other countries do not yet seem to understand the American system. Many of them, especially in Europe, have never known the meaning of mass production. Many have operated under the cartel system, allocating markets and agreeing upon prices—a system forbidden in the United States by our Anti-trust Laws. Understand, I fully realize their right and understand their point of view—it simply reflects their historic background. There was not much support for the American concept, which the United States Employer delegation repeatedly asserted, that more can be done for the working man through economic freedom and the interplay of competition than can be done by laws and Government regulation.

Or, perhaps, to put it another way, Employers from many other countries, particularly European, seem more or less resigned to the fact that State Socialism is inevitable. In fact, the general impression that Employers got at the Conference was that as far as the Government and Labor delegates were concerned, there were two great competing systems in the world today—Socialism and Communism. The American competitive system was regarded as a sort of strange vestige from a past age; destined shortly to fail, and hopelessly old-fashioned.

In my talk before the Conference I tried to explain the American point



Charles P. McCormick

of view. I said, for example:

"In our country, for instance, when a job or position is open, anyone who desires may compete for it. If an employee wants to change his job he has complete freedom of choice. If a person wants to make any product that he can sell, he can quit his job and set up a business of his own. This is free enterprise.

"Thus, people with ingenuity, ability and ambition work their way up in our dynamic system. The prime mover for the higher standard of living is the competition between competing companies. Each company, in designing its products and consumer prices, knows full well that rival enterprises are going to compete in the same market. Therefore they know that only by pleasing and serving the ultimate consumer—which is the public—can they successfully build a bigger and better business.

"Again, we disagree with the theory of fixed prices, and demands limited to the favored few who can afford to buy at those prices.

"We do not believe that only the rich should own washing machines. We believe that every family desires a washing machine. This means a practically limitless market—provided costs can be cut to reach it. Through creative ingenuity, mechanization and increased productivity, we bring washing machines within the reach of more and more pocketbooks."

The next day, Mr. Jouhaux, the Worker's delegate from France, who recently received the Nobel Prize award and undoubtedly has done a magnificent job in holding back Communism, replied to my talk. He opened his discussion by saying, "I would like to say a few words in reply to Mr. McCormick, who yesterday in his speech strove to give to economic liberalism a place which it perhaps held in the past, but which it no longer holds today."

(Continued to Page 30)



Progressive Policy Pays at Porter-Cable

Richard M. McKeon, S. J.,

Director, Le Moyne College School of Industrial Relations

FOR three years in succession I have attended the profit sharing conference of the Porter-Cable Machine Company of Syracuse, N. Y. Each time I have come away inspired because from contact with both employees and executives I am convinced that here is a progressive industrial organization functioning on Christian principles. Porter-Cable makes electric hand-saws and grinders, floor-sanders and polishers. In 1950 the employees numbered 468, of whom 377 were eligible to participate in the profit-sharing pie of \$231,000. This was the largest amount in the history of the plan. The average share was \$612, which in these days of high prices means a great deal for the worker and his family. This amount stands out boldly against the area's average of less than \$15 for 1949. Moreover the wage scales are equal to and frequently are above the area average.

The last conference began with a few words from Stephen Palmer, personnel director, who stressed the idea that the men and women who worked for the company were truly a team. Therefore he claimed that "Our Team" was entitled to all information regarding the program and functioning of the company. He was followed by the president, DeAlton Ridings, who expressed the sincere gratitude of the executives and stockholders for the splendid loyalty of the workers. "Profits happen when our customers are pleased with our products and service. You are mainly responsible. Therefore you should share in the extra fruits of your endeavors."

Then the financial report of the company was thrown on the screen in colored figures and special graphs.

Robert C. Tyo, comptroller and secretary, explained the details clearly. One graph portrayed the increase of productivity per man over eleven years. In 1939, with 237 employees, the average was \$4,500. In 1946, with 360 workers, this increased to \$10,000. But in 1950 the amount jumps to \$17,700, marking an increase of 20 per cent over 1949 and double the average productivity of 1945-1949. Allowing for improved machinery, there is only one main reason for such an increase and that is the spirit of cooperation indicative of the contented worker.

A chart showing the cost of living versus labor wage increase proved that the take-home pay at Porter-Cable was far ahead of the increase in the cost of living. Another chart pointed out the lower unit labor costs as compared with the industry average. The average investment for each employee was \$7,500. Now such economic information is not the matter

of a single meeting a year. In the company's paper "The Porter-Cablet" are frequent articles dealing with sales practices, production schedules, financial conditions, and general policy. Questions are encouraged. Ambitious workers are assisted financially if they desire to advance their education.

I am indebted to Mr. Tyo for the kind use of material taken from an address entitled "Blueprint of Industrial Philosophy" wherein he describes the complete policy functioning at Porter-Cable. He begins by stating that management must find an industrial relations program "which will (1) combat high cost and lowered productivity, (2) foster job enthusiasm, increase output per man, build and strengthen employee morale, and (3) unqualifiedly prove that greater benefits to all will result from unity of purpose and teamwork."

In 1941 the former president, W. A. Ridings, called for a program which



PROFIT-SHARING CHECKS happily received by the Porter-Cable tool room employees. The checks are being distributed by their foreman.



"YES, I'LL HAVE ONE," says this little girl who is one of the many children attending the 1951 Porter-Cable Children's Christmas party.

would affect the use and distribution of the company's profit. The policy adopted allowed for distribution through four channels:

1. Stockholders, through a normal dividend, as a return for the risk of investing their money.
2. Employees or associates of the company, through profit sharing, because it is through their ingenuity, cooperation and teamwork that profits can be increased over a normal level.
3. Customers, through reduced selling prices, as a reward for investing money and confidence in our products.
4. Profits retained in the business for use in increasing inventories, bringing out new tools, buying new efficient machinery and for general expansion."

At present there are eleven major points in the plan: multiple management, labor-management committee, profit sharing, pension plan, individual incentive, suggestion system, stabilized employment schedule, group life insurance and hospitalization, employees association, presentation of economic facts, music in factory. I would like to comment on some of these points.

Having made a special study of profit sharing, I was most interested in the Porter-Cable plan. I discovered that the plan was not hastily entered into. First there was a sound study of the history of the movement. It was recognized that no plan could be a substitute for just wages. Where workers consider profit sharing as part of their wages, there is bound to be trouble when profits do not occur. The depression years bore tragic testimony to this type of profit sharing. Porter-Cable has always endeavored to pay the average wage scale for the area and aims to go higher when possible.

How does the company's plan function? Mr. Tyo states: "Our profit sharing plan calls for participation in the profits by all our employees who have been with us a year or longer. The distribution of this profit is made once a year after the financial report for the company has been prepared. The amount of the profit sharing fund is arrived at by means of a formula based on the per cent of net sales. As the profit percentage to net sales of the company increases, the percentage set aside for employee participation also increases. When this fund has been determined, it is turned over to a trust. The amount to be



SALES DOLLAR CHART—D. J. Ridings, president of Porter-Cable, presenting profit-sharing check to Peter Kesselring, foreman.

received by each individual is based on his income for the period from October 1st to September 30th."

Behind the plan is the recognition by higher management of the principles of social justice based on the dignity of the individual worker. The worker seeks more than his mere wage. He desires to have pride and satisfaction in his respective industry and product. When management is fully conscious of this desire by giving ear to what the worker thinks about the plant and its policy and by sharing profits when these come to pass, the worker in turn will prove his loyalty by more efficient production and concern for the best interests of the company. The increased productivity per man for 1950 already is sufficient proof that the policy of sincere profit sharing pays all concerned.

It is only fair to add that individual incentives are also responsible for greater output. It is argued that a general bonus alone may promote better teamwork and stronger confidence in the company. But by rewarding the individual according to his personal skill and special effort there is greater incentive to produce. Porter-Cable enjoys the trust of its workers in this matter. When new machines are installed and more effi-

cient methods taught, the worker knows that through lower labor costs he will gain more for himself and for the profit fund.

The executives have given considerable thought to the question of the guaranteed annual wage. Their conclusion not to set up such a plan is based on the conviction that the market for the company's products is not sufficiently guaranteed. How, then, can steady employment be guaranteed? But Porter-Cable does seek to provide security for their workers through careful planning of production and the elimination of seasonal difficulties. Since its products are used extensively in the building trades, it is evident that stock piling should be done in the winter months. When normal work is lacking in one department, the employees affected are placed temporarily elsewhere.

At Porter-Cable there is no concentration of executive power at the top. There is recognition of the principle that the more responsibility a man has the better will his job be done. Accordingly multiple-management is practiced among higher executives, supervisors, and foremen. Workers themselves assume responsibility for their immediate jobs.

In addition there is a labor-manage-

(Continued on Page 32)

***"I urge every
American employer
to promote the
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DECHARD A. HULCY, PRESIDENT
Chamber of Commerce of the United States



***"I urge every American employer to promote the Payroll Savings Plan among
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During the calendar year 1951, 45,500,000 \$25 Series E Bonds were purchased — a gain of 17% over the previous year. 12,000,000 \$50 E Bonds were purchased in the same period, 14% over the previous year. \$25 and \$50 denominations are the bonds bought by Payroll Savers.

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Daytonians Get Preview of

NEW EASTER FASHIONS

The annual Ladies' Night of the Foreman's Club of Dayton, Dayton, O., was highlighted by an "Easter Parade" fashion review. Fifteen hundred members and guests attended the show put on by The McCall Corporation and The Rike-Kumler Company department store. Twenty-six professional models paraded fifty-five "Easter, 1952" costumes for ladies.



WHAT ABOUT FASHIONS FOR MEN?—George Sheer, General Manager of The McCall Corporation, Dayton, asks McCall Stylist Winifred Mather if designers never think of fixing up some new-style clothes for men. Sheer is a member of the Board of Control of the Dayton Club.



"WHY, THIS IS A TALON ZIPPER!"—Glen Massman, Secretary of the Foreman's Club of Dayton, tells a model with the zipper that it's one of his official duties to see that everything is in order before the meeting starts.

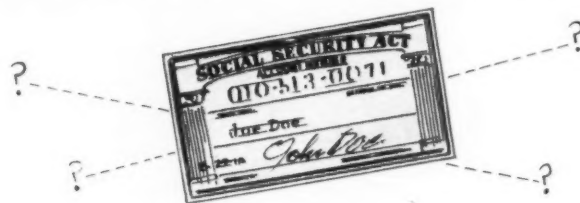


WHO'S GREEN WITH ENVY OF GREEN?—Harold E. Green, President of the Foreman's Club of Dayton, winks at the photographer as he gets personal attention from a group of models before the "Easter Parade" style show.



WHAT ARE THE 1952 *Questions* ABOUT SOCIAL SECURITY?

MANAGE Magazine is publishing this article on Social Security as a matter of information for men of management, and in no way is MANAGE or the National Association of Foremen endorsing the Federal government's Social Security program. In fact, the editorial policy of MANAGE has been for considerably less paternalism by the Federal government. The Editors of MANAGE feel, however, that since most working Americans make monthly investments in the Social Security program, they have the right to know the meaning of these investments—and for that reason we are publishing this article.



The question, "How does 1952 affect social security payments?" while less basic and more involved, is of considerable importance to employees now fully insured under social security and approaching the retirement age. This year brings into use a new benefit formula that will mean extra thousands of dollars to many people retiring in the future.

Two years ago a worker nearing 65 needed six or seven years of work

covered by the law to get retirement payments. Today, anyone nearing 65 needs only 6 quarters of coverage—about a year and a half of work covered by the law—to become entitled to retirement payments.

A quarter of coverage is a 3-month period beginning January 1, April 1, July 1, or October 1. The following table shows how many quarters of coverage you need to be fully insured at age 65:

IF YOU REACH 65 IN

	January through June	July through December
1953 or earlier	6 quarters	6 quarters
1954	6	7
1955	8	9
1956	10	11
1957	12	13
1958	14	15
1959	16	17
1960	18	19
1961	20	21
1962	22	23
1963	24	25
1964	26	27
1965	28	29
1966	30	31
1967	32	33
1968	34	35
1969	36	37
1970	38	39
1971 or later	40	40

IF management doesn't know the answer to the question above, the chances are that employees won't have the answer either.

Supervisors and foremen in every commercial and industrial organization need to know the facts of social security affecting both themselves and the employees under them. This need was demonstrated recently by a questionnaire test conducted at Republic Steel. It showed that a sizeable number of foremen thought that every employee, on retirement at age 65 or later, got the same monthly social security payments. Republic conducted special classes on this and other subjects; now the foremen in that plant know better.

The basic question, year in and year out, of course, is "How much will my family and I get when I retire, and how much will my family get at my death?" The following table for estimating monthly payments under the new law is based on average earnings for at least 2 years after 1950:

RETIREMENT PAYMENTS

Average Monthly Earnings	Retirement Payment	Couple Over 65	Family Payments Up To
\$100	\$50.00	\$ 75.00	\$ 80.00
200	65.00	97.50	150.00
300	80.00	120.00	150.00

Claims filed before the end of 1952 generally result in smaller payments than those shown.

The quarters of coverage necessary to qualify for payments may have been earned at any time after 1936. As before, the minimum requirements is six calendar quarters of covered work (about 1½ years). The year in which the work was done has no effect on eligibility for a payment, but may affect the amount of the payment, as we shall explain.

The reduction in the amount of work needed for fully insured status between 1950 and 1970 has often been called the "New Start." It has made it possible for many workers to become immediately eligible for benefit payments; it will make it possible for many more to become eligible for payments in a comparatively brief time.

Coupled with the "New Start" are several other new provisions which affect the amount of benefit payments. Two of them are of particular importance: first, the annual earnings that can be credited to a social security account after 1950 and on which taxes are paid, are \$3600 instead of \$3000. This means that the average monthly wage used to figure the amount of benefits, can now be as high as \$300. Under the old law it was limited to \$250.

Second, payments based on average monthly earnings after 1950 will be figured under a new formula which will make it possible after mid-1952 for the monthly old-age benefit payment to be as much as \$80 instead of the present maximum of \$68.50. Because 1952 will see the change from the old to the new method of figuring payments, it is different from any preceding year insofar as social security benefit payments are concerned.

Under the law, no average monthly wage can be figured on the basis of earnings after 1950 until the wage earner has six quarters of coverage after 1950. No wage earner can have six quarters of coverage after 1950 before the quarter beginning April 1, 1952. While he may be fully insured right now, based on active service in World War II, or on work covered by the law at any time after 1936, his old-age and survivors benefit payment would in March, 1952, have to be figured under the old method. For social security purposes, his average monthly wage could not exceed \$250; his monthly benefit payment could not be greater than \$68.50.

"Okay," says Sam Arnold in the shipping department. "I'm 65, but I'll wait until July to retire, and file my claim then. I'll have a full year and a half of work after 1950, my average wages after 1950 will be

\$300, and my benefit, figured under the new formula, will be \$80 a month."

He's exactly right, but there's one other thing Sam should know. It is correct that he will have the required six quarters of coverage after 1950; his earnings up to \$3600 in each year will be counted, his monthly benefit payment can be figured under the new formula—but not right away.

His wages during the last two complete calendar quarters (which began with January 1, 1952, and April 1, 1952) will not immediately be counted in computing his monthly benefit amount if he files his claim in July. The Social Security Administration in July 1952 will have Sam's wages through December 1951 posted to his record, but his wages from January through March will probably not



HUGH F. McKENNA

yet be posted, and his wages from April through June are not reported by the employer until July.

Under the new law, the Social Security Administration does not hold up payment of Sam's claim until these recent wages have been reported, nor does it ask the employer for a special report. If it is possible, on the basis of Sam's wages already on the books, payments to him are started right away. Six months later Sam can ask to have his benefit amount refigured to include the wages in the six months before his claim was filed; if the additional wages increase his monthly payment, he will also get a check to make up

for any underpayment.

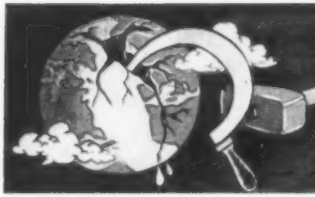
If Sam doesn't have enough employment on the social security books in July to make a payment possible, but has been paid additional wages in the unrecorded "lag" six months, the social security office will ask the employer for a statement of Sam's recent wages. The statement will be used only to establish that a payment can be made; the "lag period" wages are not used in figuring the amount of the payment until at least six months after the claim was filed.

Sam will sooner or later get credit for his wages up to the quarter in which his retirement claim was filed, so why worry? The fact is that the last six months of employment won't make much difference for most people after 1952—but in 1952—it can be confusing if you don't know how it works. Sam has a right to know where he stands.

Payments figured by the new method depend on average wages after 1950—but the law says that when you figure the average wage you divide the total wages after 1950 by the number of months up to the quarter in which the claim was filed—except that even if there were fewer than 18 months, you must still divide by at least 18. This means that if Sam retires and claims his payments in July he must divide \$3600 (his wages from January through December 1951) by 18 to get his average monthly wage—and it comes out \$200 instead of the \$300 he has really been making each month. His payment will later be refigured to give him the \$80 a month he knows he has coming, but for the first six months he gets only \$65.

Sam's rights are different in this respect from those of his self-employed friend Bill Jones. The law does not permit Bill's payment to be refigured to take into account his net earnings from self-employment during the year in which his claim was filed. Self-employed people figure their net earnings and pay their social security taxes on an annual basis, and in social security benefits computations only the earnings through the last completed taxable year are used. No "lag recomputation" is provided for the self-employed.

(Continued on Page 34)



THE MAN WHO SPLIT THE WORLD...

THE LIFE OF KARL MARX—THE FATHER OF COMMUNISM

by Fred G. Clark and
Richard Stanton Rimanoczy

(Fourth of Twelve Installments)

HARD on the heels of Marx's failure to get his teaching position came a double tragedy: his beloved Jenny's father (and Marx's benefactor) died, and Jenny, with her mother, moved away from Trier, leaving Karl desolated and beaten. He was now without his sweetheart, without any prospect of employment, and without any trade: he had never worked a day in his life. Consumed with self-pity, he settled down in his mother's home, waiting for fate to knock at his door.



But his mother and sister, who were supporting him, did not wait for fate: they told their 24 year old star boarder to get out and go to work for his living. Marx got out, but he didn't go to work: he went to Bonn and lived on his mother's allowance. When, after a long and bitter fight, this allowance was cut off, he referred to the action as persecution and "skulduggery" on the part of his "wealthy family."



About this time Marx broke off with the "Professors' Club" and introduced himself into a new intellectual group where he distin-

guished himself by his brilliant opposition to the new fad "socialism." Meanwhile the RHENISH GAZETTE, for which Marx wrote atheistic articles, was getting into serious trouble with the government because of its violent support of socialism and its attacks on religion. For this trouble Marx blamed everybody but himself and made such an impression on the owners that, to his delight, he was made editor of the paper with authority to clean up the trouble with the censors. His joy was unbounded: at long last his genius had been recognized.



The first official act of our 25 year old hero was to fire his best friend, the former editor, who had hoped to stay as an assistant.

He then wrote a letter to the government, assuring the censors that from now on all would be well between them and the GAZETTE.

The new editor had a stroke of luck in that the censorship had attracted much attention to the paper and Marx was able to take credit for the increase in circulation.



Inasmuch as Marx had never signed any of the articles he had written for the GAZETTE, he did not appear inconsistent when he "cleaned" the paper of all the writings of his socialist friends in Berlin.

He scoured their work as "empty-headed revolutionary scribbblings." He must have been quite a man to work for because his new assistant Carl Heinzen later described him as an "untrustworthy egotist and a lying intriguer."



Marx being what he was, there is no way of knowing whether he was at this time honestly against socialism or merely using the pose to advance his fortunes, but he did do a thorough job of reversing the GAZETTE'S prosocialist policy.

He furthermore denounced the former editor (his friend) as "completely lacking in critical ability" and one whose "chief activity was correcting punctuation."

Thus, Marx began his editorship.



Throughout his life Marx never permitted himself to believe things half-way: his inferiority complex demanded that he be absolutely certain of his every viewpoint.

As a result, he over-emphasized everything he did, including his devastating attacks on socialism in the pages of his newspaper.

And he was certain that "the undeniable collision between the haves and the middle class would be solved peacefully."

(To Be Continued Next Month)

MANAGE April 1952



THE various articles and newsletters emanating from Washington emphasize the acceleration of a snowballing Socialistic trend in governmental affairs. The unfortunate thing about it is that everybody is against proposals except those that affect him personally. The result is that everybody complains out of one side of his mouth about almost everything, while out of the other side of his mouth he clamors for something.

The latest indication of this is the blue print for the liberalization of Social Security. It is improbable that Congress will pass the bills this year, but it will be used as campaign fodder by the liberal elements. Briefly, the bill would do this: Increase the tax rate on employers and employees to 2% by 1953, and ½% each two years thereafter to a maximum of 4% in 1961, and increase the income subject to tax from \$3600.00 to \$6000.00 per year. The increase in benefits to those now retired would average 35% and expand the coverage by 11 million people.

It is but another form of tax, averaging \$240.00 per employee. It is certain that he will demand a compensating pay increase to offset this bite out of his income. As a result the employers, and through them the consuming public, will be hit by double cost increases, and prices are bound to rise.

This is another example of the terrific pressures under which management operates. Those in management ranks do well to keep a level head during this period of stress and strain.



LEARN WHILE TIME RUNS

ONE of our very fine companies recently tried an interesting program during the period of enforced idleness due to a strike. Management took full advantage of the time to do a thorough job of conference work with all members of management. The conferences covered every conceivable

Harry P. Jeffrey

subject that might assist in the work once the plant resumes operations. Films about economics, business and current affairs were shown during the luncheon periods. Industrial house-keeping, safety, fire fighting and plant protection were covered. Lecturers from the telephone company, power company and other services which are supplied to the company were brought in so that all levels of management would understand the problems and appreciate how to use the service. The Red Cross conducted a course on first aid. Every detail of maintenance, production and quality control were covered, and many hours were spent in the discussion of employee relations policies and principles.

The company feels that although there was a very heavy loss resulting from the strike, relations can be more quickly and firmly re-established because of the well-informed supervisory group that results from the training program. All of this will have much to do with increasing production once the employees are back to work.



INSIDE AND OUTSIDE INFLUENCES

A RECENT study of employee attitudes and opinions on the subject of the American Business System develops some very interesting observations. A summary of this survey indicates that there are two groups of influences which have much to do with employee attitude and misunderstanding. Some of these were found within the business. There were also some outside influences.

Inside influences were listed as:

Poor supervision which stems from inadequate selection of training and communication.

Poor training which indicated the lack of misunderstanding on the part of management that regardless of the good tools and equipment provided, if training is not given to properly orient the man to the job and to correct bad habits acquired elsewhere,

the worker becomes dissatisfied, supervision is dissatisfied and production lags.

Communications were criticised as often being feeble gestures particularly the upward communication through which the employee can express his opinions and attitudes.

Actual indifference on the part of the individual supervisor or the head of the company was credited with creating indifference on the part of the employees.

The reversal of this is paternalism, which is not a proven device for increased cooperation or understanding.

In those concerns where there are ideal in-plant relationships, outside influences sometimes make it difficult to maintain these relationships.

These were listed as:

The daily press, whose business is reporting the news, with emphasis on the fact that the unusual is the news. The story of the company found guilty of merchandising fraud is news, but the thousands of companies with millions of transactions go unannounced.

The school, both elementary and college, in many cases become the avenues of misinformation about the American Business System.

Many in the ranks of clergy, because they work so closely with the problems of people, have conceived the ideal state as being one where a paternalistic government settles all problems. The clergy exert an important outside influence and need to be informed about business.

Many unions, through their meetings and publications, often distort economic facts.

One of the most distressing outside influences are the public information departments and directors of various bureaus and offices of government who ignore basic economic, or distort economic information for the benefit of pet schemes designed for more bureaucratic control.



HAVE WE FORGOTTEN WHEN —?

AS COMMENT on this compilation of survey results, it seems a sad commentary that so many in top level

(Continued on Page 34)



LABOR'S PART IN PROSPERITY

I

THE key to prosperity is the eager customer. The key to eager customers is *good values*—things that people want at prices they are able and willing to pay.

The key to good values lies, today, in the hands of the 15,000,000 American workers who belong to labor unions.

Management no longer holds this key because management is no longer able to control cost: payroll is the principal cost of everything, and payroll is now determined by the policies of the powerful labor groups and a friendly Federal Administration.

The wage demands of the 15,000,000 organized workers follow the leadership of its members in the big industries—steel, coal, electric, automobiles, etc.

The wage demands of the 35,000,000 unorganized workers follow (at a slower pace) the pattern of the 15,000,000.

II

LABOR'S part in prosperity, therefore, is to use its power wisely and make certain that its wage demands do not destroy the essential balance with customer demands.

In a free economy the customer is the king, and if he decides to go on strike, the economy grinds to a halt and jobs disappear.

The natural desire of union members to get more money—plus the *power* to get more money—coupled with the labor leaders' natural desire to make new gains for their members—represent a terrific temptation to increase the number of dollars in the pay envelope.

It is hard to remember that some of these gains are not gains: they merely raise prices, and even the people who made the gains merely use more dollars to buy the same quantity of goods as before.

And it is hard to realize that these gains can reach a point where they spell disaster—when the customer says "No!"

III

IT is true that as long as everybody's income goes up together, the customers will not strike because everybody has more money; but if any one group gets too far ahead, the things they make will be "priced out of the market," that is, cost more than the customer is willing or able to pay.

This does not mean that *real gains* cannot be made by any given group or all groups, but they depend upon *increased productivity per man hour*.

If productivity goes up, wages can go up without any increase in cost.

But increased productivity has been given a bad name: it is called the "speed-up."

As a result, labor is suspicious of most suggestions regarding higher productivity.

IV

THE fact remains, however, that labor unions must carefully and conscientiously weigh the demands they would *like to make* against the demands that *the customers will make*.

When wages go up (without productivity going up), management is faced with two choices: raise selling prices or let the assets of the company deteriorate.

Under these circumstances it is management's duty to raise selling prices because America's strength and welfare depend upon the maintenance and protection of its assets of production.

This puts the problem of good values squarely up to union labor—and a good value, let us repeat, is the key to the eager customer, who in turn, is the key to prosperity.



"BETTER AMERICA" series
of illustrated editorials
presented as a public service by
MANAGE Magazine

© 1952



“THANK YOU FOR THE CHANCE to watch my daughter grow up”

I don't think I would have known how to say good-bye to my little girl. Thank you for the chance to watch her grow up . . . The doctors tell me that now all the disease in me has been destroyed. I'm going to live.

I'm one of the lucky ones—one of the 70,000 saved each year from cancer. *There should be more of us . . .*

When I was helping raise funds last April for the Cancer Crusade I never thought I was really working for myself—never dreamed cancer would strike me.

The dollars you give to the American Cancer Society mean so much to those of us who face cancer. Those dollars paid for the leaflet that

sent me to my doctor . . . He told me yesterday they paid for his training on an American Cancer Society fellowship.

Yes, I am one of the lucky ones. With your help there will be many more . . . thousands more. Won't you show you care with a generous gift? Thank you, thank you very much.

CANCER STRIKES ONE IN FIVE!

Strike back—give to conquer cancer

MAIL
THIS
COUPON
TO
“CANCER”
C/O YOUR
LOCAL
POST
OFFICE

AMERICAN CANCER SOCIETY

GENTLEMEN:

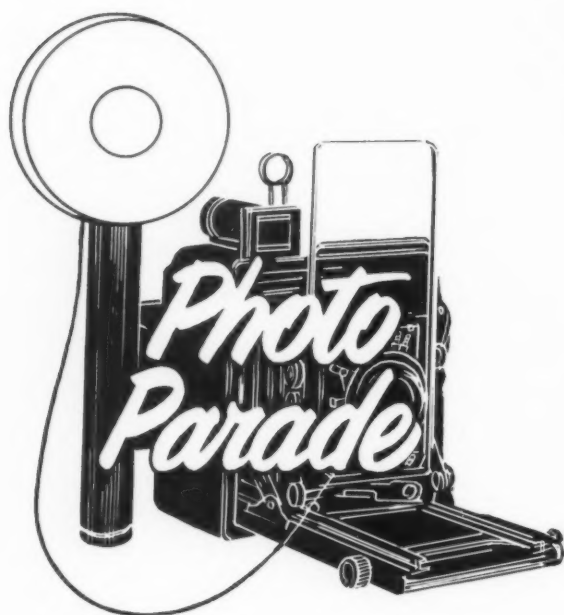
☐ PLEASE SEND ME FREE LITERATURE ABOUT CANCER.

☐ ENCLOSED IS MY CONTRIBUTION OF \$..... TO THE CANCER CRUSADE.

Name.....

Address.....

City..... State.....



WE LIKE THE GIRLS—The Cherokee Textile Mills Foremen's Club, Knoxville, Tenn., is sponsoring one Girl Scout troop and two Brownie troops for the current year. Club President Harley Underwood, left, and Harold Miller, Chairman of outside activities, recently presented Brownie Troop No. 12 with the Girl Scout and American flags, to be used by all the troops for their meetings.



RALPH DAMON ON TELEVISION—TWA M City recently saluted the company's relation S. Damon, Company President, and the 3 from behind a giant "television set," he a 23-year pin, which followed his representing three-year pin.



BENDIX SUPERVISORS INSTALLED—Jim Bath President, fifth from right, installed new officers for the Bendix Supervisors Club, South Bend, Ind., recently. From left to right: C. Webster (Secretary), C. Meyer (President), C. Hanley (board), G. Kennedy (President), R. King (board), R. Nelson (board), D. Carlisle (Past President).



ON TELEVISION—TWA Management Club of Kansas City, Inc., presents Frank Formby with a giant-size television set. The club, which is the company's public relations department, and Ralph Formby, president, and the 300 management employees are shown in the background.



INDUSTRIALISTS INSTALL—Jim Bathurst, NAF Executive Vice President, installs new officers of the Bendix Super-Union Local 1000. From left to right are: M. Bulhand (board), J. Meyer (board), C. Hambidge (Vice President), L. King (board), Bathurst, J. DeLeury (President), D. Carls (treasurer), and J. Appleton (immediate past president).

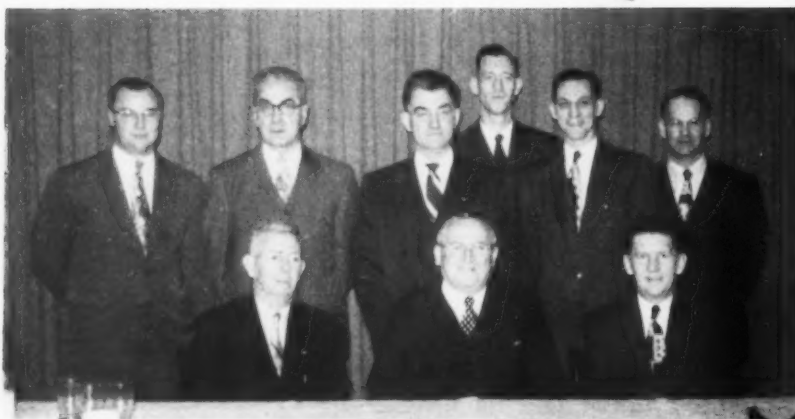


GOOD WAY TO CATCH COLD—Aileen Stanley, Jr., Warner Bros. star, seems to be intent on taking a nap in a bathing suit and with her shoes on. She has been signed to play in "About Face," with Gordon MacRae and Eddie Bracken, but, regardless, should never take a nap like that . . . tis unhealthy.



MORE MANAGEMENT UNITY IN IOWA—Vernon Johnson, President of the newly created Curtis Woodwork Foremen's Club, Clinton, Ia., receives the club's NAF charter from Emmett Butler, left, National Director. Ray A. Arduser, NAF President, is at right and was the principal speaker at the ceremony.

Management on Review



PITTSBURGH SCREW & BOLT OFFICERS—Above are the men leading the Pittsburgh Screw & Bolt Foremen's Club, North Side and Graham plants. Seated, left to right: Richard Eiszler, past President; Michael C. Pravy, past President; Carl Bartley, past President. Standing, left to right: Colin Plant, Secretary-Treasurer; William Clutter, past President; William Brittain, past President; George Shephard, Vice President; A. William Lawry, President, and Frank Yut, past President.



CINCINNATI JOINT MEETING—The Foremen's Club of Greater Cincinnati held a joint meeting with the NAF industrial affiliates from Tool Steel Gear and Pinion, Formica, and Cincinnati Chemical Works, March 11. Left to right, in the above picture of the speakers' table are J. P. Field, past NAF Director; Jean B. Adams, NAF Staff Secretary; Tom Heginbotham, NAF Director; Thurman Sensing, guest speaker, and Sam Ionna, Foremen's Club of Greater Cincinnati President.



NEW FORMICA BUSINESS CLUB OFFICERS—Robert Fellerman, third from left, was elected President of the Formica Business Club last month. Other officers in the picture are, left to right: Kenneth Arata, Secretary; Walter Hutten, Board of Control; Fellerman; Henry Schmidt, Vice President, and Robert Ball, Board of Control.

Trip As Reward

Columbus, O.—George Reiniger, Personal Development Chairman of C.B.F. Management Club of Columbus Bolt & Forging Co., recently attended the NAF Management Unity Seminar as winner of the club's "Man of the Year" award.

The winner of the free trip was announced by past president Earl Fenner. The club's advisory committee was composed of past presidents Robert Deyo, Herman Diltz, Carl Rogers, Leland McDaniels, John Finley. Fenner made the award on the basis of the club member with the most points compiled during the year based on the following seven points patterned after N.A.F. "Code of Ethics."

1. Must be a graduate of the "Code of Ethics".
2. Must have been a member in good standing for a period of one year at the annual installation of officers.
3. Attendance at club meetings. (10 points for each meeting attended).
4. The number of educational hours spent in the last year. (10 points per hour).
5. Benefit gained and improvement noted that has added to his personal growth. (Fair—10 points) (Good—50 points) (Excellent—100 points).
6. Voluntary participation in:
 - (a) Club Service—25 points
 - (b) Company policies—25 points
 - (c) Principles of N.A.F.—25 points
 - (d) Community—25 points.
7. To what extent will a week's association at the Seminar benefit the individual, the Club and the Company. (Fair—10 points) (Good—50 points) (Excellent—100 points).

Following is one of Mr. Reiniger's comments about the Seminar:

"Words cannot express the benefits received from five fully-packed days of up-to-date information and the ideas received through association with the fine group of participants at this function."

John Meinhardt

Wage War on "Isms"

Kalamazoo, Mich.—The creeping dangers from Socialism and Communism were emphasized at a recent joint meeting of the Foremen's Club of Kalamazoo and the Kalamazoo Sales Executives club. John Bauckham of the Junior Chamber of Commerce here used a feltboard on which he placed the highlights of his topic as he developed them. There were four objectives, as he outlined the problem and the way to combat it. First, identification of Socialism and Communism; Second, to point out the superiority of the American way of life; Third, to supply the technique and the facts for all nations to understand that way of living; Fourth, to instill enthusiasm to preserve it.



HOW TO SUPERVISE PEOPLE by Alfred M. Cooper; McGraw-Hill; 248 pages; \$3.75.

Here is an easy-to-read, easy to understand book that provides the simple facts of better supervision to use on any job. It covers all the typical occupations and the problems of hiring, discipline, preventing accidents, promoting teamwork, training workers, delegating authority, labor relations, etc. It makes plain the helpful techniques for handling men, with examples of typical problems and specific solutions now being used in general practice. This book is a third edition, largely rewritten to bring it in line with today's unique conditions. A discussion of the Taft-Hartley law as it affects all men of management has been added, as has an outline of a program for employee participation in management. Executive or shop foreman, you can learn much from A. M. Cooper's "How to Supervise People." (Book may be ordered direct from MANAGE Magazine editorial office.)

Dwight Frick

HUMAN RELATIONS: LABOR AND MANAGEMENT by Nelle Van D. Smith; Exposition Press, Inc.; 136 pages; \$3.00.

As the U. S. once again rearms for defense, any force which would help resolve the differences between labor and management makes a contribution to survival. Nelle Van D. Smith in this new book points the way to a solution of these differences. From the beginning, Mrs. Smith highlights the human being. She makes a sound, intelligent plea for pleasant working conditions, fair and human treatment, fair wages for fair amounts of work. Mrs. Smith takes these and other issues, strips them of bitterness, prejudice and resentment, and emerges with a viewpoint based on Christian principles rather than vague rights. The latter part of her book is devoted to case histories of successful people who have applied human relations successfully in action.

Cal Arnold

PRODUCTION CONTROL by Paul D. O'Donnell; Prentice-Hall, Inc.; 291 pages; \$6.35.

This book has been written by one of the nation's leading authorities, who is assistant professor of industrial management at Boston College, and has been prepared as a basic text for those desiring an elementary knowledge of production control. Highly technical and specialized applications within the area of production control have purposely been omitted, but the reader is easily able to master the fundamentals without the confusing distractions of the more advanced

problems that arise. This book is based on the idea that there is no standard production control procedure, but there is a correct production control procedure of each company depending on whether it is a continuous process company, a job company, or some combination of the two; the size of the company; the product being manufactured; and the capabilities of the people in the company. To indicate the effect of the various factors that determine the correct procedure, cases are included to show the procedures and problems of various companies.

For the man who wants a good foundation for quality control understanding and application, "Production Control" is an excellent text.

T. S. Cadden

HOW TO WRITE COLUMNS by Olin Hinkle and John M. Henry; Iowa State College Press; 279 pages; \$3.95.

Anybody who wants to know how to use their possibly latent literary talent to write a column interesting to other people can gain much from this interesting book by a Texan and an Iowan. Olin Hinkle is an associate professor of journalism at the University of Texas and John Henry is with the *Des Moines Register and Tribune*. Both have written and studied the work of newspaper and magazine columnists, with particular emphasis on the work of smalltown newspaper columnists. The book contains information on how successful columnists do their work, the techniques they use, the "musts" and the "taboos." To clinch the various points, Hinkle and Henry illustrate by printing examples of the columns of the qualified columnists.

Even if you don't want to write a column, this book will help increase your understanding of the columns you read by providing you with an understanding of the techniques employed, techniques which mean the difference between a good (well-read) column and a poor (unread) column. Humorous, pointed cartoons by Harry E. Walsh illustrate the book, which is brightened up by an unusual and frequent use of splotches of green ink.

Dean Sims



RISES TO EXECUTIVE RANKS—Russell Harman, President of the Pecco Foremen's Club, David, Ky., has been promoted to Secretary-Treasurer of the Princess Elkhorn Coal Company. He is also a former national director of the NAF.



"MANAGEMENT CAN BRING ABOUT GREATER EMPLOYEE SATISFACTION by providing the proper tools and equipment, better working conditions and by giving employees a sense of pride and achievement in their jobs." Cloyd S. Steinmetz, director of sales training for the Reynolds Metals Company, used this theme in addressing members of the Kokomo, Ind., Foremen's Club, March 11. Left to right, above: Steinmetz, Don Horsman, Robert Schumacher.



(NOTICE: Management groups wishing to have activities listed under the NAF Calendar must make the request in writing to the Calendar Editor, MANAGE Magazine, 321 West First Street, Dayton 2, Ohio, before the 15th of the month preceding the date of issue.)

APRIL 12	Foreman — Supervisor Management Conference.....	Purdue University Lafayette, Indiana
APRIL 21-25	Management Unity Seminar.....	Dayton
APRIL 25	Annual Spring Conference.....	Los Angeles
JUNE 9-13	Management Unity Seminar.....	Dayton
JULY 17-20	Area Managers Seminar.....	Dayton
AUGUST 11-15	Management Unity Seminar.....	Dayton
SEPTEMBER 17-20	29th Annual NAF Conv.....	Cleveland
OCTOBER 13-17	Management Unity Seminar.....	Dayton
OCTOBER 20-21	The National Ass'n of Suggestion Systems 10th Annual Convention.....	Chicago
DECEMBER 8-12	Management Unity Seminar.....	Dayton

Hear Company History

Chicago—B. J. Sadoff, Grand Sheet Metal Company vice president, and member of the Grand Sheet Metal Works Management Club, addressed the March meeting of the Club. He detailed the history of the company, and told of company plans for the new building here. Vincent Owles, NAF Director, presented the Club with the NAF "excellence" award for 1952.

H. Levinson

A STRIKE-ING PHOTO STORY

By Ken Kinsey

When the first announcements of the 1952 NAF bowling tournament reached the Foremen's Club at the Buffalo branch of the American Brass Company, the bowlers perked up their ears. The tourney was to be held in Detroit, an easy drive from Buffalo!

But . . . well, here's a photo story which unfolds the whole drama, from beginning to end:



SORRY, NO MONEY . . . The ABC Club, eager for the tournament, immediately appointed Neil Vieaux as Bowling Chairman, to see what could be done about sending the bowling team to Detroit. Vieaux, left, approached the Club Treasurer, John Barnhart, and had his enthusiasm turned to dismay. "There's no money for such a trip," said Barnhart.



LET'S GET TO WORK . . . The bowlers were determined not to give up so easily, so a meeting was called to discuss the problem. Ways and means of raising the money were kicked around for hours, and after much ear-pulling it was unanimously decided to sponsor a "Bowling Boosters' Tag Day" at the ABC Buffalo plant. On a certain day, tags in the shape of bowling pins would be sold to supervisory personnel for whatever they wished to pay. Here in the picture, left to right, are Sid Hanneman (NAF Director), Charlie Kaye, "Brose" Smith and Warren Henderson. At the blackboard, Neil Vieaux.



GOT YOUR TAG, MISTER? . . . February 7-8 was designated as "Tag-Days" and members of the Bowling Committee went after their fellow management men with much enthusiasm—and success. President-elect Harold Gerlach buys the first tag, in the photo at left. Also in the photo are, left to right: Gordon Roscover, Ralph Attmore, Sid Hanneman, Charlie Rider, Gerlach, Neil Vieaux, Eddie Frank, "Brose" Smith, Roy Raimy and Charlie Kaye.



MORE THAN ENOUGH MONEY! . . . When the final tabulations were made, Treasurer Barnhart turned over enough money from Tag Days proceeds to Neil Vieaux to send the team comfortably to Detroit. At left, Barnhart hands the cash to Vieaux.

LET'S GET READY TO GO . . . Backed with the blessings of the Club membership, the bowling team—Neil Vieaux, "Greenie" Zylinski, Sid Hanneman, Walt Siwula, Jack Cleary and Charlie Kaye—got to work planning the highway route, making hotel reservations, and a host of other items. (A special session was held to polish bowling balls and shine bowling shoes.)



GOOD LUCK, BOYS! . . . Never did a happier bowling team head for a tournament than did the ABC Foremen's Club team on March 7. The Club was happy, too, at being able to send them so well supplied with "green stuff."



RIGHT DOWN THE ALLEY . . . In Detroit, at last . . . all set for action at 10 a.m., March 8. Faced with keen competition, the ABC boys did not place this year . . . but (as said Sid Hanneman) the trip was a success because every team which competed was a winner in NAF fellowship, spirit and enthusiasm.



The 4th Annual NAF BOWLING TOURNAMENT



RAY ARDUSER, National President of NAF, welcoming the bowlers to the fourth annual classic. He also threw the opening ball to start the tournament.



REGINALD BARCLAY from the Acklin Stamping Co., Toledo, Ohio, won the singles over-average trophy with 236 pins over average.



THE WORKING CHAIRMAN of the fourth annual classic. Reading from left to right are E. T. Hopkins of the Briggs Management Club who was National Chairman of the tournament; Charles Askew of the Fenestra Foremen's Forum (Detroit Steel Products); J. T. Soleau, President of the Briggs Management Club; W. E. Gille, of the Great Lakes Steel Corp. Management Club; Dick White, of the Budd Supervisor's Club, Detroit; and Dan Lipinski, of the Briggs Management Club who was tournament secretary.



PRESIDENT OF BUDD CO. EMCEES BOWLING SESSION—Left to right: E. T. Hopkins, National Director of Briggs Club and National Chairman of Tournament; Dan Coyle, Plant Manager of Budd Co., Detroit; Edward G. Budd, President of Budd Co., Philadelphia; Al Walton, General Manager of Budd Co., Detroit; Dick White, National Director from Budd Management Club.

Detroit—A record entry of 316 teams competed in the fourth annual bowling tournament of the National Association of Foremen held at the Regal Lanes, March 1-2, 8-9, under the sponsorship of the Detroit area management clubs.

This national classic was originated in Detroit at the State Fair Recreation in 1949 under the joint sponsorship of the Great Lakes Steel Corp. Management Club and the Briggs Management Club. The first tournament in 1949 was accomplished mainly through the efforts of W. E. Landis who was then NAF director from the Briggs Club. In 1950 the classic was again held at the State Fair Recreation under the sponsorship of the Detroit Area Council of Management Clubs. Last year the affair was held in Toledo, Ohio sponsored by the Toledo Foremen's Club.

The record entry of 1580 bowlers in the 1952 tournament represents 61 companies in 35 cities and 8 States. A team from the Maytag Co., of Newton, Iowa, representing the Maytag Management Club, traveled the greatest distance to participate in the tournament and they received a special trophy for their efforts. Seventeen trophies were awarded to champions of team and individual events. In addition, at the beginning of each of the 16 squads, team captains lined up on Regal's 20 alleys to attempt the conversion of the 1-7-10 split, for which special awards were presented to each member of the team if their captain completed the assignment. Four captains were successful, including F. Farkas, of Sylvania Electric Prod., Buffalo, N. Y.; P. Morra, of the Oliver Corp., Battle Creek, Mich.; and M. Kedzierski and L. Waisanen, of Briggs Mfg. Co.

Walter Hoff's five from the Doehler-Jarvis Corp. of Toledo, Ohio topped the 316 teams in the actual pin fall event with a 3780 total for four games. Andy Horne, of Briggs Mfg. Co. had the high single series, an 834 for four games. Earl Weber, of the National Tube Co., of Lorain, Ohio bowled the highest single game of 276 pins.

MANAGE April 1952

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In the over-average division the Briggs Eight Mile team, captained by Harold Brown, rolled 2976 for 516 over average to take team honors. Reginald Barclay, of the Acklin Stamping Co., Toledo, Ohio rolled 796 for 236 over average to take the lead in the single over-average event.

Largest visiting club entry was 49 teams from the Toledo Foremen's Club of that City. The National Tube Co., of Lorain, Ohio, entered 30 teams, the largest entry from a visiting shop club. Locally, the Management Club of the Great Lakes Steel Corp. led the entries with 50 teams. Briggs Management Club was second with 42 teams and Budd Supervisor's Club third with 20 teams.

All reports indicate this tournament to be the most successful yet held by the NAF. Competition was keen, enthusiasm ran high and all events were run off with clock-like precision. Much credit for the latter is due to the fine cooperation extended by Walter and Gus Ciolek and the staff at Regal Lanes. Many compliments were received and many singled out the Regal Lanes for particular compliment.

National Chairman of the tournament, and the man largely responsible for its being staged in Detroit, was Edward T. Hopkins, NAF director from the Briggs Club. Directing the tourney was Dan Lipinski, Briggs athletic director and past president of the Industrial Recreation Association of Detroit. On hand for welcoming, ushering, registration and the multitude of other tournament duties were some 150 management men from the sponsoring clubs. Sub-chairman representing the Detroit area clubs were: C. W. Askew, Fenestra Foremen's Club (Detroit Steel Products); W. W. Baird, Detrex Supervisor's Forum; Stuart Beyer, Zenith-Bendix Management Club; Al St. Clair and Wm. Craig, Timken-Detroit Axle Club; John Soleau, Briggs Management Club; Dick White, Budd Supervisor's Club; and W. E. Gille and Sam Kekich, Management Club of the Great Lakes Steel Corp.

The opening day program of the tournament featured Fred Wolf, popular sportscaster and bowling commentator, as master of ceremonies. Welcoming address to the visiting foreman was by NAF President Ray

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BRIGGS OVER-AVERAGE CHAMPIONSHIP TEAM—Briggs Eight Mile Team, captained by Harold Brown, rolled 2976 for 516 over average to take team honors. Left to right: Earl Logan, Harold Brown, John Proko, Vince Wilkins, and Walter Bachorski.



ACTUAL PINFALL in the team events was won by the Office team of the Doehler-Jarvis Corp. of Toledo, Ohio, which shot 3780 for a four game total. Reading from left to right to actual pinfall champs are: Wally Pfann, Walt Hoff, Cliff Schultz, Don Root, and Gene Hill.



ADMIRING THE TROPHIES are Dick White, National Director from the Budd Supervisors' Club of Detroit and (profile) W. E. Landis of the Briggs Management Club.



ANDY HORNE—winner of Four Game Actual Individual Pinfall—834 Pins.

Bendix Kansas City Personal Development Program

By Howard K. Morgan,
Personal Development Chairman

A Personal Development program for the Bendix Management Club of Kansas City has recently been announced. It consists of a 5-point program with separate chairmen in charge of each of the activities of the group.

Point I. A Plant Tours Chairman, Fred W. Schneider, is arranging plant tours in the area. Rather than following his own inclinations, a poll was taken of the Management Club at their January 8 meeting to see just which tours were desired in the Kansas City area. A number of novel suggestions were made which include an Airline Overhaul Shop, a Research Institute, and the operation of the hump yard in the area. In addition, local manufacturing plants were mentioned.

Point II of the program relates to community events. In this case, Fred Marble is the chairman of the group. The plan will be to purchase blocks of seats for various kinds of entertainment. For example, since sufficient members showed interest, tickets will be procured for a play, a symphony concert, baseball game, musical comedy, a good talk, or an especially good movie. Again, the club was polled on their desires in this matter. In addition to this, the Community Events Chairman is planning to publicize unusual entertainment events and other community events in the area in a publication which will be mentioned shortly.

Point III is the main training program which has been split into two parts. Gerald E. McCullough is the chairman of this active committee. The first part relates to courses given at local colleges and schools. These are arranged for credit hours where the supervisor has qualifications by previous schooling or they are arranged on auditor basis so that the supervisor can sit in on the course.

The second part of this program is interesting in that a number of short courses will be given. These courses will be only four to six sessions in



Fred Marble, a member of the club and also a member of the Board of Directors of The National Association of Foremen, installed the new officers who are, from left to right: (1st row) R. G. Thompson—Treasurer; Wade Palmer—Secretary; R. H. Elliot—Vice President; and M. R. Wylie—President; (2nd row) Fred Marble—a national director of the NAF, W. D. Alley—Board Member; Lyle Stuckey—Board Member; A. N. Bienert—Board Member; R. L. Schley—Board Member; and E. M. Hamblin—Ex-Officio.

length and will cover NAF and other educational film showings, law for everyday situations, public speaking, and various other subjects. Publicity for this event is also handled in a special manner outlined later.

The poll on the first three points in this program showed the following interests by percentage choice of the Bendix supervisory group. Several choices were usually selected in each group of choices.

PLANT TOURS

- 73%—TWA Overhaul Base
- 64%—Midwest Research Institute
- 44%—Fiberglass
- 35%—Gasoline refinery
- 31%—Nelson Art Gallery
- 20%—Brewery
- and 7 others at slightly lower demand

ENTERTAINMENT (Once per year each)

- 57%—Musical comedy—Outdoor Starlight Theater
- 47%—Musical comedy—Downtown
- 40%—Kansas City Symphony
- 36%—Talk—Commentator
- 32%—Skating Vanities
- 31%—Circus, Shrine or Police
- 26%—Good movie
- 22%—A play
- and 9 other selections were named by many.

LONG COURSES

- 36%—Labor relations
- 14%—Electronics
- 14%—Shop Mathematics
- 11%—Foreign language (Mostly Spanish) and many individual college courses also.

SHORT COURSES

- 51%—Educational Films
- 33%—Law for everyday situations
- 22%—Electronics (short)
- 39%—Public speaking
- 19%—Income tax (A February activity) and others.

Point IV is a special publication called PERSONAL DEVELOPMENT NEWS. It lists plant tours, future community events which the club will participate in, related community events which individuals may wish to attend, and will give complete information on courses along with the necessary details of registration and the like. Beside this, the PERSONAL DEVELOPMENT NEWS will contain a number of items of supervisory interest. This publication has already appeared in its first issue and will be published at least every four weeks and always immediately prior to meetings. It contains only personal development items and not items which might be associated with other club activities. David Lewis II is the editor of the PERSONAL DEVELOPMENT NEWS for 1952.

Point V is called "Look and Learn." It is a series of short performances before the group by management people themselves. In general, the first act consists of about a 4-minute demonstration of the wrong way to do some particular thing. This is immediately followed by the second act which consists of the right way of doing that thing.

(Continued on Page 33)

MANAGE April 1952

1,000 Attend Forum at Battle Creek

Battle Creek, Mich.—One thousand management men from Michigan, Indiana and Ohio heard a Michigan University professor declare here, February 16, that high taxes of the U. S. are drying up venture capital—and that the growth and expansion of the nation's industrial economy is in jeopardy. The management representatives were attending the third annual Management Forum sponsored by the Battle Creek area Foremen's council of the National Association of Foremen, and the speaker was Professor W. A. Paton.

The educator suggested that if taxes continue their inroads into venture investment funds, that possibly money from pension funds could be diverted into investment for continued economic growth. He said the only hope for the continued growth of the American economy is in maintaining and expanding the production volume.

Fred J. Otterbein, president of General Foods, Ltd., also a principal speaker, urged industrial foremen to take more active parts in home and community affairs. He said most industrial supervisors achieved their jobs because they are respected, solid persons, who are looked up to by their fellow employees, and by their neighbors and friends outside the plant.

Arthur C. Horrocks, public relations counsel for the Goodyear Tire and Rubber Co. and former NAF official, spoke on "The Dynamics of Leadership." He emphasized that "the materialistic approach is not enough in attempting to capture men's minds," and that industry is realizing more and more that the pay envelope is not reward enough for a job well done."

Eight conference sessions were held during the one-day Forum, and they included discussions led by Dr. Franklin J. Shaw, Purdue University; Claude Bosworth, Michigan State College; Dr. Carl F. Frost, industrial psychologist; James Apple, industrial engineer; Robert Rompf, industrial training specialist; Paul Moore, Michigan State College; Eric Thompson, factory manager; Howard Rider, training director; Dr. Wallace J. Richardson, Purdue University; Michael P. Kinsella, Briggs Manufacturing Company; J. A. McCormick, labor relations specialist, and various authorities on materials handling from General Motors Corp., Ford Motor Co., Clark Equipment Co., and the Rapids Standard Co.

Charles Lent was general chairman of the Forum and Harold McClelland, Evansville, Ind., Zone H Vice President of the NAF, represented the national association. Lowell B. Genebach, president of the United Steel & Wire Company, presided at the morning session of the Forum.

"Oklahoma Night"

Fort Worth—James G. Lucas, noted Scripps-Howard foreign correspondent and a native Oklahoma, addressed 772 members of the Convair Management Club at their "Oklahoma night" meeting. Several prominent citizens associated with the Sooner state were also guests of the Club.

Lucas talked on "The Red Tide in Asia," which concerned his first-hand observations of the spread of Communism over Asia.

W. D. Graham



"HERE'S A MUG, MUGG"—Leo B. Gole, left, is presented the first "Mug of the Month" award of the Douglas Management Club of Tulsa. Making the delivery is Stu Newsom, former NAF Director from the State of California and present member of the Tulsa club.



COLONEL, MEET THE PRESIDENT—Colonel S. W. Connelly, the commanding officer of the Lima, O., Ordnance Depot greets Dick Hall, center, at a meeting sponsored by the Ordnance Depot for the Lima Foremen's Club. Left to right are: Walter Lynn, Club Secretary; Truman Lewis, Club Treasurer; Col. Connelly; Hall; Bob Corwin, Club Vice President, and Major A. S. Garver, Ordnance Depot executive officer.

Hear Narcotics Agent

Linwood Calif.—The Grayson Administrative Conference heard a member of the Narcotics detail, Arcadia police department, tell of the narcotics situation and how it is affecting the youth of many U. S. communities. The speaker was John Brown and he jolted the audience with his expose' of marijuana addiction in Southern California.

H. Ryman

Use "Brass" Waiters

Battle Creek, Mich.—Members of the general manager's staff, Post Cereals division of General Foods Corp., served dinner at the second "retired supervisors night" of the Foremen's Club of Post Cereals. Twenty-four retired supervisors of the company were honored as special guests, and the total attendance was about 200 present and past management personnel.

Walter N. Chimel



By Joe Penfold

Jackson Hole, Wyoming . . . Five feet of snow, temperature 30-35 below mornings, rising to zero or maybe 10 above by noon. Dry, sunny and mighty pleasant on the ski hill or snow-shoeing into Teton forest to see the condition of the forage which will spell the future of big game in the area.

Jackson Hole, an outstanding scenic spot, a vacationer's paradise, any season, a mecca for sportsmen and presenting a few of the toughest big game problems in America. Too much big game, and what to do about it. A problem for the sportsman wherever he lives, because those herds of elk, moose, mule deer and bighorn sheep range on your land, public land—Grand Teton National Park, Teton National Forest and the National Wildlife Refuge.



TOO MANY ELK
Not Enough Natural Forage

When the big snows drove them out of the high country this fall, the elk moved onto the refuge, where feeding operations have been carried on for years, 9000 strong. They figure that at least 1500 animals too many, more than the natural forage, which they must have along with the fed hay, can carry. How best to reduce these numbers is what is worrying the experts.

HUNTING ON THE PARK

This past fall saw the first year's experiment in hunting on a national park. In a few days, the Park people and the Wyoming Game and Fish Commission will determine how many hunters will be permitted to hunt elk in Grand Teton National Park this fall. Under the law those hunters must hold a

valid Wyoming big game license, and must also be commissioned temporary park rangers by no less than the Secretary of Interior himself. Non-residents may apply for this hunt. It's something new in a National Park, and worth watching as precedents are being established.

DOWN WASHINGTON WAY

Congress is mulling over a couple bills of special interest to sportsmen. The national forests provide about 180 million acres of the best hunting and fishing territory we've got. For some strange reason Congress has always been mighty darn stingy when it comes to providing money for improving fishing and hunting in the forests and providing roads, camp grounds, picnic areas, sanitary facilities and safe drinking water—facilities which campers and sportsmen must have. In some forests conditions have gotten so bad (there were over 30 million people used the forests last year), that definite health and sanitation problems exist and are increasing.

The Tackett Bill, house bill 565, would earmark 10% of income earned by the forests—from timber sales, grazing leases and other permits—for fish, wildlife, recreation improvements and maintenance. A companion bill, introduced by Senator McKellar of Tennessee, S-2527 would do the same thing, but earmarks 25% of forest income. A compromise somewhere along

in there would be about right, and we'd see a big spurt in essential work in national forests that greater and greater public use demands. It isn't a new tax—just earmarks present income for badly needed purposes.

LETTUCE AND GAME LOSSES

We saw a cartoon the other day—picture of a car careening around a curve and tossing a deer sky-high. Caption read something like "He's a game hog too." We lose a lot of game that way. Kentucky for example made a check and found that over 13,000 game birds and animals were killed on the highways of that state during just the first 8 months of last year.

John Willard of Montana writes that one section of railroad right of way up there yielded the carcasses of 200 deer last winter. The sportsmen moved in on that one, and did some fencing along the worst section to discourage the deer. The railroad cooperated, too, by instructing dining car cooks to quit heaving lettuce leaves and other greens out the window in this area. The deer were coming in for a free handout, and some of them staying permanently.

MILLIONS MORE

We can belly-ache all we want about how fishing "ain't what it used to be" and the fish are all gone. But there isn't any lack of fishermen still trying. The Fish and Wildlife Service



GOOD FISHING, TOO—This photo shows Jackson Hole in summer dress, the Grand Tetons in the background. Notice the Snake River bottoms. There are wonderful cut throat trout in the reaches of that stream. Whitefish, too. And don't let anyone kid you that the Wyoming whitefish is rough, little better than a sucker. He's good eating, and what's more, he'll take a dry fly—come way out of the water for it. You'd better be quick on the trigger or you'll miss him. Old whitefish can take a fly and reject it faster than a trout.



A FAIR HALIBUTER—A nice letter from Mrs. Audrey Heckman of Downey, California, who loves deep sea fishing and surf fishing, too. Sends pictures to prove it. And what's more, her own poem which ends up—

"As our skipper calmly takes us to port,
most with catches of some sort,
just who can tell of a better sport!"
To which we say, A-men.

has just come out with the 1951 figures. There were 16,026,699 fishing licenses sold in the 48 states. That's up 700,000 over the year before. Licenses alone cost you 35½ million dollars.

Michigan leads the list again with 1,089,864. Wisconsin slipped in ahead of California this year with 1,029,355 for second place. After California came Minnesota, Ohio, Illinois, Tennessee and Pennsylvania in that order. Delaware bottoms the list with but 8,154.

What seems significant to us is that non-resident licenses totalled better than two million. That means that at least one out of every six of us fishes in at least one other state besides our own. Check these ratios back over the years and you'll find that more and more of us are travelling around to enjoy our fishing.

Variety is a lot of fun, but the grass isn't really so much greener in the other pasture. Not as green as your own can be, if you get in there and support the sound programs of your game and fish department.

Let's not forget, this is your page. How about some gripes and brags. The address—970 Forest, Denver.



"KAP" MAKES A TALK—J. V. Kappler, NAF Area Manager, center, recently addressed the Viscose Management Club, Nitro, W. Va., on "The Priceless Ingredient." At left is Rufus Carney, Club President, and right is Jim Corr, NAF Director.

Big Plans For Ladies At Convention

Cleveland—When the National Association of Foremen holds its 29th annual convention in Cleveland, September 17-20, wives of delegates will find a full schedule of events awaiting them, according to Lenore Diffenderfer, Ladies Activities committee chairman.

Already scheduled are a style and personality lecture, and tours through the world-famous Nela Park Lighting Institute and the Kroger Company's giant food warehouse. Many other programs are being arranged for the enjoyment of the ladies attending the annual convention.

Arduser Honored

Ray A. Arduser, NAF President, has been nominated for a vice presidency of the Institute of Industrial Supervisors, according to an announcement received by the national headquarters in Dayton. The IIS is an educational association for management men in Great Britain, similar to the NAF, and the announcement came from A. J. Mansell, general secretary, and Sir Percy Mills, IIS president.

The nomination was made by the governing council of the IIS "to further illustrate the friendly association between our respective organizations."

It is anticipated that during the month of April, Ralph S. Damon, representing the NAF, will fly to England to conduct a special ceremony in London and present Sir Percy Mills with a Formica plaque of the NAF Code of Ethics. Damon is president of Trans World Airlines.



"MANAGE" ADVERTISING MANAGER —Frank McMenamin began his duties as Advertising Manager of MANAGE Magazine on March 17, with his office located in the national headquarters in Dayton. Until March 15, McMenamin was assistant advertising manager of the Hillerich & Bradsby Company in Louisville, Ky., and Secretary of the Hillerich & Bradsby Supervisors' Club. He has been in NAF work on the club level for the past three years and has served on the H & B Club's Board of Control. Until his appointment, MANAGE advertising had been handled exclusively by out-of-Dayton advertising representatives.

"Life is but a journey
Taken on a train,
With a pair of travelers
At each window pane.
I may sit beside you
The whole journey through,
Or I may be seated elsewhere,
Never knowing you.
But if fate should mark me
To sit by your side,
Let's be pleasant travelers—
It's so short a ride!"

On the whole, the United States Employer delegation, fighting for the free competitive system, were regarded almost as a sort of curiosity. Nevertheless, Employer delegates from all over the world stood together in voting against what all of us agreed were unsound Socialistic principles.

Meanwhile, Government and Labor formed a solid pro-Socialist opposition to the Employers. Bear in mind that the Socialists were violently opposed to Communism, and joined Employers in voting against any Communist-inspired proposal. But on practically all other issues, Government and Labor voted solidly together against Employers, three to one—from each country, Government has two votes, Labor one vote, and Employers one vote.

Government and Labor delegates from the United States joined their colleagues from other countries in voting pro-Socialist.

The Socialist Twist

What do I mean by "pro-Socialist"? Well, let me give you some examples of what the ILO was interested in, in past years, as compared to recent years; and to the proposals considered in its 34th Conference last June.

The ILO has passed 100 Conventions. The very first one (1920) dealt with the 8-hour day and 48-hour week. Among other Conventions enacted during the next 20 years were, for example, suggested drafts of laws on:

- Employment of women before and after childbirth;
- Minimum age for admission of children to industrial employment;
- The use of white lead in painting;
- Workmen's compensation for accidents;
- Employment of women in underground work in mines;
- Minimum age for admission of children to employment at sea.

These are questions properly belonging in the field of labor.

But by 1944 we find the ILO talking about "Income security schemes" which should "relieve want and prevent destitution", organized on "the basis of compulsory social insurance".

In 1948, the ILO drafted a proposed international law, the purpose of which was to outlaw private employment agencies. Its original intent was softened due to strenuous efforts by Employer delegates. But nevertheless this Convention, as passed, contains the following para-

graph:

"The employment service shall consist of a national system of employment offices under the direction of a national authority."

President Truman has sent this Convention to the United States Senate for ratification. The Senate has not acted upon it. If the Senate should ratify it, and it should thereby become law, would the next step be the submission to the Senate of implementing legislation setting up a national employment service designed to put private agencies out of business?

In 1949 the ILO passed a "Resolution on action against unemployment", which was in fact a blueprint for a regimented state. This Resolution stated, among other things:

"In seeking to maintain, by domestic measures, a level of aggregate demand appropriate to the maintenance of full employment, Governments should pay particular attention to . . . the importance of achieving at the same time such basic growth, steady advance in standards of living and social progress, the promotion of which requires in particular efficient and flexible production, an equitable distribution of incomes, and a balance of investment, consumption and leisure adapted to the requirements of the particular community."

This is high-sounding language. But analyze it. What is meant, for example, by the phrase "domestic measures"? Obviously a series of laws. The idea behind this Resolution is that Government should regulate everything.

That trend has continued until today the Socialist ILO majority has succeeded in shifting major emphasis away from the welfare of Labor and toward Government control, regulation and regimentation. The intent is to take away freedoms now enjoyed by individuals and organizations and lodge more and more authority with Government. This, of course, is basic socialistic philosophy.

At last summer's Conference the ILO acted upon five major proposals. Of these, two, in my opinion, fell properly within the sphere of Labor; one was purely for purposes of political propaganda; and the final two, upon which the greatest emphasis was placed, were designed primarily to promote the cause of State Socialism.

The ILO drafted an international law for enactment in member countries prescribing equal pay for men and women for equal work, and one

prescribing minimum wages for agricultural workers. Employer delegates found no fault with the substance of these proposals but urged that they be set forth as Recommendations to individual countries rather than Conventions which, if ratified, became international treaties. The Employers' contention was that each country should be free to make its own laws on such subjects, in its own way. The Employers were outvoted.

Now as to the proposal which, to my mind, was pure political propaganda. This was to give agricultural workers, the world over, holidays with pay, under the terms of international law.

Needless to say, this proposition bore no relationship whatever to reality. In many countries of the world, agricultural workers have never had, and do not now have, anything remotely resembling year-round employment. In such countries the very concept of "holidays with pay" would be meaningless entirely aside from the fact that they could not be supported by the economy of these countries.

The situation was summed up before the Conference by Mr. Hawes, a dirt farmer from Massachusetts, and a member of the United States Employer delegation, as follows:

"I ask you, what can holidays with pay in agriculture do for workers who work only four months out of the year, anyway? I say to you that what these workers need is an opportunity to work: they need a job, they do not need a holiday for they have got eight months' holidays. I say to you that if you have that problem, you need to dig a lot deeper down than just thinking about holidays with pay."

Whereupon the Workers' adviser from Ceylon said that Mr. Hawes represented the capitalists of America.

And yet all of the Government and Labor delegates from countries where agricultural workers have only a few months' work a year joined in voting in favor of this proposal. Was this abstract idealism? Or was it merely an example of the age-old device of seeking votes by giving false promises?

The Socialist twist came to the fore in connection with a proposal dealing with collective bargaining rights. At

first glance, this seemed merely a reaffirmation of principles long since universally accepted. But further study was illuminating. The proposal (consisting of recommended legislation for member countries) provided that Government be given the authority by law to (under certain circumstances) negotiate, conclude, revise and renew collective agreements; and "extend the application of all or certain stipulations of a collective agreement to all the Employers and Workers included within the industrial and territorial scope of the agreement."

Under these two provisions, Government could compel national industry-wide bargaining and then step in and take it over. This would mean that wages would be determined not by negotiation but by Government decree. Once Government controls wages, it must then control prices. The next step is to control everything.

Naturally, the Employers voted against this proposal—but strangely enough, the Labor representatives voted practically unanimously to give up their collective bargaining rights to Government! The British vote on this issue did not surprise me, for there it has already happened; but for Workers' delegates from countries such as the United States and Canada to take this stand, amazed me.

The most outstanding proposal at last summer's Conference was a draft of an international law supposedly to be passed by all member countries, under which Government would provide all citizens, resident or not, and employed or not, with Social Security, embracing medical benefits, sickness allowances, unemployment allowances, old age pensions, invalidity pensions, survivors' pensions, maternity allowances, employment injury allowances, and extra income for each additional child in the family.

Nothing was said as to where the money would come from. The Convention was, to many Governments, a blueprint for giving away money they didn't have and couldn't get. But to solve this dilemma, a strange device was invented, termed "temporary exceptions." This provided that a member "whose economy and medical facilities are insufficiently developed" might ratify this Convention, although it would continue to have standards of Social Security sub-

stantially lower than the minimums prescribed in the Convention. This concept of something lower than the minimum was indeed unique—but it would enable Government and Worker's delegates from the so-called "underdeveloped" countries to go home and tell what they had "done for the working man," without the obligation of meeting any of the standards set in the Convention.

Furthermore, this proposal, which is to be voted on finally as a Convention next June, included a provision which would outlaw private insurance companies and socialize life insurance.

Speaking on this point to the Conference, Mr. Marshall, of General Electric, a member of the United States Employer delegation, said:

"In this document an attempt is made to establish one main principle, which is that no system of social security nor method of insurance against the hazards of life can meet international standards unless it is compulsory, or subsidized and its solvency guaranteed by the Government.

"An important delegate to the Social Security Committee stated quite frankly that the establishment of the principle of Government subsidy and control was a major objective of the proposed Convention. He said it did not provide for the immediate destruction of the voluntary insurance system but would prevent its further extension. He was referring to the system which we have in the United States.

"Do the Workers' and Government delegates here present realize the responsibility they will assume if they vote to curtail and eventually destroy that system?"

Nevertheless, the United States Government and Labor delegates voted in favor of this proposal.

It is apparent, of course, that no such broad Social Security program

as that here suggested could be put into effect except under a "Welfare State" type of economy characterized primarily by governmental control and regimentation. In short, this was another springboard for State Socialism. It will no doubt be officially enacted over the opposition of Employer delegates at next June's Conference.

The above illustrates how the emphasis in the ILO has passed from Labor to Government. The phrase "International Labor Organization" is a misnomer.

ILO Objective Today

Thus far, the United States has ratified only five ILO Conventions. These are not socialistic and have had to do chiefly with working conditions of maritime employees.

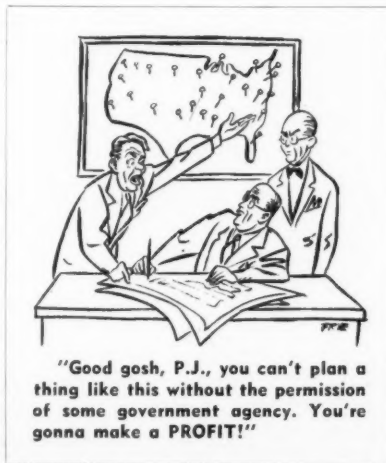
To many European countries, however, the ILO has apparently provided the "guiding light" for a large fabric of socialistic legislation. France, for instance, has ratified 51 ILO Conventions; England, 48; Belgium, 37; The Netherlands, 33; Norway, 33; Sweden, 32; and Italy, 25. Furthermore, these countries take ratification seriously and proceed to enact in their legislative bodies domestic laws called "enabling legislation" putting the Conventions actually into effect.

Various other countries, notably some in South America, ratify Conventions without apparently any intention of passing domestic legislation to put them into effect. Also, various of the newly independent nations, such as Ceylon, Indonesia, Pakistan, etc., have a tendency to ratify Conventions out of, I think, sheer idealism, not realizing that the actual terms of the Conventions cannot possibly be put into effect in their countries unless and until their basic economies are strengthened by fundamental improvements in production and distribution.

Nevertheless, the leaders of the majority Socialist bloc of the ILO are very intent upon getting socialistic Conventions ratified by countries *whether or not anything is actually done about them by the countries which ratify them.* Why?

The idea apparently is to make every effort to get *uniform socialistic laws* written onto the statute books of as many countries as possible. This

(Continued on Page 32)



ILO . . .

(Continued from Page 31)

will at least establish a precedent. Then at some future time, socialistic politicians may be able to say, "This is the law of the country—we must do something to implement it." The pattern will have been established, and it will be a pattern contrary to the basic political and economic philosophy of the United States. This is something for us to think about.

What's To Be Done?

There is one step which the United States can take immediately for its own protection.

When the framers of our Constitution wrote the section concerning international treaties above referred to, they certainly could never have dreamed that an international treaty would embrace a subject such as employment agencies or life insurance. It is therefore necessary, as Senator Bricker has already pointed out, that the Constitution be amended.

The amendment which Senator Bricker suggests would provide that no treaty should be made abridging any of the rights and freedoms recognized in the Constitution, or involving matters essentially within the domestic jurisdiction of the United States.

If this amendment were passed, it would be impossible for the Senate to confirm ILO Conventions such as the ones with respect to employment agencies and social security.

The next important step is to create a general public awareness in this country of what is going on in the ILO, and the threat which this represents to our free competitive philosophy. It is our hope that American newspapers may send special reporters to the next Conference, in order to give the American public a factual account of what there transpires.

Thirdly—it is my conviction that sooner or later the solid Socialist bloc in the ILO will be broken. I cannot believe that Employers are the only people in the world who believe in freedom of men and organizations, and the principle of competition as contrasted to Government control. I believe that sooner or later Employers will gain support for their point of view on some of these issues from Government delegates from some countries, and from Labor delegates from some countries.

I am hopeful, in particular, that Organized and Unorganized Labor in the United States will awaken to the fact that in following the lead of the Socialist ILO majority, it is supporting the abrogation of its own rights and freedoms; and will eventually join with employers in opposing ILO proposals designed to consign our lives, our futures and opportunities to governmental control.

PORTER-CABLE . . .

(Continued from Page 9)

ment committee. Twice a month seven representatives from labor and three from management meet to discuss common problems—the reduction of costs, the increase of production, and general working conditions. The labor representatives are elected from both factory and office. Constructive criticism of company policy is encouraged. By giving this recognition to the worker that he is an integral member of the organization, there is fostered a spirit of cooperation which is materially evidenced in the production record of 1950. Here management is not worried about its so-called sacred prerogatives. Sharing its problems with the worker allows the latter to feel personal satisfaction in the fact that he is contributing to the common good of the industry. The stronger the company becomes the more secure will the worker be.

Many men of management have risen from the ranks. Therefore it is not only logical but merely sound business sense to know that the American workers today are mostly native-born, possessors of a high school education, and conscious that opportunity awaits hard work and the use of brains. Porter-Cable welcomes suggestions from its workers. These are reviewed by a committee. If a suggestion is approved, it is sent to the cost department for appraisal of the saving involved. There is a most generous reward if the suggestion is adopted and put into practice for the employee will receive one-half of the savings on one year's production.

At Porter-Cable the maintenance and production employees are represented by an independent union. This union is certified by the National Labor Relations Board as the bargaining agency. All contracts during the

past ten years have been negotiated in a spirit of mutual trust. No strikes have taken place. No loss of pay has been suffered.

Other benefits enjoyed are group life insurance, sickness and hospitalization plan, and a pension plan. The pension plan is financed entirely by the company. The employees association has its own club rooms well-equipped with recreational facilities. A modern cafeteria serves nourishing meals at less than cost.

It has been my great happiness to meet with the president, Mr. Ridings, and to discuss current industrial relations. I have been deeply impressed by his constant and sincere interest in the welfare of his entire company. This is clearly reflected in a letter which I received from him. He writes:

"What progress we have made here is due to the teamwork of all and to the devotion of all of the top executives to—what we are pleased to call—the Porter-Cable philosophy. Incidentally, I find that it is no task at all to sell incoming executives and junior executives on this philosophy. They readily embrace it.

"I have the conviction that within ten or fifteen years any company that is not at least as far advanced as Porter-Cable may be today will either be recognized by the public and its employees as being in an intolerable position, or will practically be ready to go out of business. So, by that time, what we are doing and trying to do today will seem commonplace and just the obvious thing to have done.

"This implies that by that time much greater advances in human engineering, in appreciation of the dignity of all labor, and in the development of latent ability of all people will have been made. It will be our aim to have kept pace with such progress and to be a little ahead of it.

"I know there are further advances we can make in the near future and I would like to discuss with you the most important unfinished tasks ahead of industry. I am afraid that if all industry does not come into this manner of thinking in the near future, we will lose many important parts of the free enterprise system. I appreciate your exposition of the relationship between the Sermon on the

Mount and industrial practices as they should be."

As a teacher who constantly stresses the necessity of ethical values in industrial relations, it is a source of keen inspiration to know a company which, in face of severe criticism, has had the courage to put Christian principles into practice. To labor and management I recommend the constructive convictions of Porter-Cable which are summarized in the final paragraph of the employees' handbook. It reads:

We believe that people are more important than profits; that being just and fair to people (and that means customers, associates and stockholders) along with good products and good management seems to produce the profits as a natural consequence; that while people are working, they are also "living" and that their work should be pleasant, profitable and as much fun as possible; that in "good times" profits should be shared with those who help to produce them and that in "bad times" we must pull together in weathering the storm; and that all rules were summed up in one sentence nearly two thousand years ago—"All things whatsoever ye would that men should do to you, do ye even so to them."

BENDIX . . .

(Continued from Page 26)

As an example of this, the Management meeting of January 8 contained a skit prepared by Gene English, who is chairman of this committee. The scene opened with a meeting run by a chairman who paid little attention and was badly informed. Group members arrived on the platform spasmodically, and a great deal of talking went on. The acted meeting was a decided failure. After a pause of some 30 seconds, the same people entered this meeting before a group and the chairman asked pertinent questions, got direct answers, and the meeting was conducted about as well as a meeting could be.

There are no comments before or after this "Look and Learn" feature. It is immediately evident to the audience what conclusions can be drawn. The skit was very well received. Similar sorts of short performances will occur as a regular feature of each Bendix Management Club meeting.

The program was well received and is off to a good start. This program may suggest means to other clubs for similar activities, although some of the activities above are regularly covered by a number of NAF clubs.

MANAGE April 1952

How to get better results in supervision . . .

This book is simple, easy to understand, and yet gives practical facts of better on-the-job supervision. It covers all the typical supervisory jobs and problems of hiring, discipline, accident prevention, training workers, delegating authority, etc. Presents many helpful techniques, with typical problems and specific solutions now being used in industry.

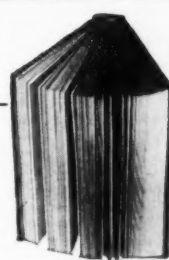
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BOWLING TOURNAMENT . . .

(Continued from Page 25)

Arduser, of Dubuque, Iowa. The opening ceremonies also included a pledge of allegiance to the flag, conducted by a local cub pack of the Boy Scouts.

Edward G. Budd, president of the Budd Co., made a special trip from the general offices of the company in Philadelphia, to give the opening address and throw the first ball when the second half of the tournament got under way.

PIN FALL CONTEST RESULTS

There were 4203 entries turned into the contest office.

These slips were from 17 different states: Alabama, California, Georgia, Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Missouri, New York, North Carolina, Ohio, Oklahoma, Texas, West Virginia, and Wisconsin.

THE ACTUAL PIN FALL WAS 995,994 PINS

FIRST PLACE:

George Dewey
2010 Kanawha Ave.
Dunbar, West Virginia
Member of Viscose
Management Club
Pin Fall Guess: 996,338

SECOND PLACE:

Peter Macala
424 Berkley Ave.
Dearborn, Michigan
Member of Great Lakes
Steel Corp., Management Club
Pin Fall Guess 994,323

THIRD PLACE:

Robert Bowser
8910 Whitcomb Ave.
Detroit 28, Michigan
Member of Great Lakes
Steel Corp., Management Club
Pin Fall Guess: 993,711



WINS NATIONAL INDUSTRY HONOR

—James Suttie, vice president of American Steel Foundries, Chicago, has been awarded the Lorenz Memorial Gold Medal for 1951, awarded for distinguished service to the steel casting industry. Presentation was made in Chicago, March 18, during the Steel Founders' Society of America's observance of its 50th anniversary.

SOCIAL SECURITY

(Continued from Page 13)

Both Sam and Bill can ask to have their payments refigured to include another year or more of work, however, if they have a substantial amount of work since they retired. They must have been working (and consequently not accepting retirement benefit payments) in at least twelve months since the last computation or recomputation of their payments before this "work recomputation" can be made. Moreover, either employees or self-employed people must have six quarters of coverage after 1950, and must file an application, to have their benefits recomputed to include additional earnings.

Your payment, therefore, first computed when you apply for payments, may be recomputed after six months to include recent "lag" wages, and may be recomputed afterward if you return to work for a substantial period.

The moral is—if you intend to retire in 1953, check with the social security office well in advance and decide for yourself when to apply for old-age insurance payments. You may want to apply in 1952 and get reduced payments for the first few months, or you may prefer to wait a little longer to apply and start out with full benefits. It's up to you, and the social security office will be glad to give you the information you'll need to make your decision.

If you still have a few years to go before you're 65, you're probably more interested in survivors insurance benefits for your dependents.

In case of your death at any age after you have acquired six quarters of coverage after 1950 your survivors can expect payments in amounts about like these (provided you were

fully or currently insured, as explained below):

If at the time of your death you have not earned as many as six quarters of coverage after 1950, the payment must be based on your average earnings after 1936 or after you were 22. In most cases this will give payments somewhat less than those shown in the table. As in the case of retirement benefits, the initial payments do not include credit for earnings in the last six months, but a lag recomputation is made to include these wages.

To be entitled to old-age insurance benefits when you retire, you must be *fully* insured, which means that you must have one quarter of coverage for each two calendar quarters that pass after you are 21 or after 1950 and up to the quarter in which you are 65 or die. The table at the beginning of this article makes it easy to figure how many quarters of coverage you will need to be fully insured at retirement.

Certain types of benefits for survivors can be paid even though the insured person is only "currently insured." A person is currently insured at the time of retirement or death if he has had six quarters of coverage in the preceding three years.

To be currently insured is particularly important for the woman worker with dependents, because if she is currently insured at death her children receive payments even though the father lives with the family and helps to support them. The dependent husband of a woman worker can receive payments when he is 65 if his wife was both fully and currently insured when she became entitled to old-age insurance payments. In case of a working wife's death, her dependent husband

can receive payments at 65 if she was both fully and currently insured at her death.

In case a person is currently insured but not fully insured at death, a lump-sum payment and monthly payments to his dependent children and to their mother may be made, but no monthly payments are made to an aged widow or widower or to the wage earner's parents.

It can be assumed that the vast majority of people now engaged in work covered by the social security law will still be in such work in 1953. Consequently, the provisions of the amended law which affect claims filed during the pivotal year 1952 will not concern them. For the comparatively few who do plan to retire and apply for old-age insurance payments during the 1952 months of transition are directly concerned by the change-over from the old to the new method of computing benefit payments.

With old-age and survivors insurance now applying to four out of every five persons who work for a living, it is important that everyone from top management down have a fuller understanding of the new social security law.

Four out of every five U. S. wage-earners are affected by the Old Age and Survivors' Insurance program. Because management men should be qualified to answer questions of their employees concerning this Federal insurance plan, Hugh F. McKenna, Assistant Director of Field Operations, Bureau of OA & S Insurance, Baltimore, Md., has written this detailed article exclusively for *MANAGE Magazine*.

JEFFREY . . .

(Continued from Page 15)

positions in management who started at the bottom, and as they have climbed the ladder, seem to have forgotten the things they discussed and the ideas they expressed when they themselves ate their home-made lunch out of a bag.

If the American Economic System is to be preserved in recognizable form, employees and the public must have a better understanding how the system functions.

By taking advantage of effective communications at its disposal, management can do much to improve understanding by providing factual economic understanding.

SURVIVORS PAYMENTS

Average Earnings After 1950	\$100	\$200	\$300
Widow and child under 18	75.00	97.50	120.00
Widow and two children	80.00	130.00	150.00
Widow 65 or over (or dependent widower)	37.50	48.80	60.00
Lump-sum death payment (in addition to any monthly benefits)	150.00	195.00	240.00

A Bostonian visited San Antonio and asked a native, "What is that dilapidated looking ruin over there?"

"That, suh, is the Alamo. In that building, suh, 136 immortal Texans held off an army of 15,000 of Santa Anna's regulars for four days."

"Um-m-m," said the Bostonian, "and who was that man on horseback on that hill over there?"

"That, suh, is a statue of a Texas ranger. He killed 46 Apaches in single-handed combat and broke up 27 riots in his lifetime. Where you from, stranger?"

"I'm from Boston. We have our heroes there too. Paul Revere, for instance."

"Paul Revere!" snorted the Texan. "You mean that man who had to ride for help!"

• • •

A Scotsman was leaving on a business trip and called back as he was leaving, "Good-bye all, and dinna forget to take little Donald's glasses off when he isn't looking at anything."

• • •

The honeymoon was over. "You don't love me any more," wifey sobbed. "You used to be so nice to me. Now you're always barking and growling."

"What do you expect?" he demanded. "You've always got me in the doghouse."

• • •

The man who complains that a dollar won't go as far as it used to won't go nearly as far for the dollar as he used to.

• • •

Everything comes to him who hustles while he waits.

• • •

A guy who takes a snort while driving may get a cop for a chaser.

• • •

"DOWN AT THE SALT MINES"



"What with wages frozen and these new taxes and the baby coming and all, we've just got to win a contest or something . . ."

The most difficult part of getting to the top of the ladder is getting through the crowd at the bottom.

• • •

A cold is both positive and negative: sometimes the eyes have it and sometimes the nose.

• • •

One housewife to another, over the back fence: "I got to thinking yesterday—you know how you do when the radio is broken . . ."

• • •

Clerk: "Sorry, Ma'am, but Mr. Gotcash has gone to lunch with his wife."

Mrs. Gotcash: "Well, just tell him his stenographer called."

• • •

Teacher: "Listen, Johnny, don't you know it's impolite to laugh in class?"

Johnny: "I'm not laughing, Mrs. Jones."

Teacher: "Then what are you doing?"

Johnny: "I just smiled and it busted."

• • •

Golddigger: "So your old millionaire's check bounced back, huh?"

Chorus Girl: "Yeah; and it was marked insufficient fun."

He never owned a share of stock,
He wouldn't work or punch a clock.

Big Business offers he'd decline,
He wouldn't walk in a picket line.
So now he's rich and enjoys the best,
He won first prize in a quiz contest.

• • •

She had bedroom eyes—a pillow under each one.

• • •

Politician: "My boy said he'd like a job in your department."

Officer: "What can he do?"

Politician: "Nothing."

Officer: "Good! That simplifies matters. We won't have to break him in."

• • •

Diner (reading menu): "Lucifer cake—never heard of it. What is it, Miss?"

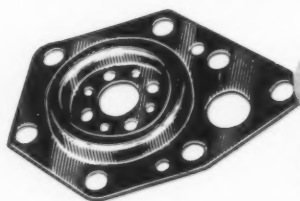
Waitress (confidentially): "Well, it was supposed to be angel cake, sir, but it fell."



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